



Ethos

NAVAL SPECIAL WARFARE
ISSUE 9

*A
Special Breed
of*
WARRIOR

IN THIS ISSUE

2 U.S. COAST GUARD SEALS?

Naval Special Warfare welcomes the first non-Navy SEALs.

3 SEAL TO SEAL

An interview with SEAL Medal of Honor recipient Mike Thornton.

4 HIS BARK'S NOT AS BAD AS HIS BITE

NSW is training special dogs for specific missions overseas.

8 THE CIRCLE OF LIFE

Follow the life cycle of a bullet, from birth to demilitarization.

9 SO MUCH MORE THAN FALLING

Think the parachute team just jumps out of planes? Think again. Get a look into what their mission is and how you can become part of the team.

12 MORE SEALS, MORE EVERYONE

The demand for more SEALs created a demand for more support staff. NSW is finding more than 1,000 military and civilians to fill the ranks.

14 NEED TRAINING, WILL TRAVEL

NSW uses Camp Pendleton for many important training evolutions.

18 WHAT'S IN A NAME?

A SEAL reviews three case studies that debunk the Al Qaeda brand.

22 OFTEN FAR APART

Dr. Dennis McCormack, a clinical psychologist and former member of SEAL Team 1, provides coping strategies for deployment separation.

24 UPWARD MOBILITY

We examine how the decision to eliminate the SEAL LDO program will affect the claimancy and how the warrant officer program is still going strong.

ON YOUR MIND

26 I AM AN AMERICAN

An essay on what it means to be an American from Bob Schoultz.

27 THREE CUPS OF TEA

We review Greg Mortensen's *Three Cups of Tea*.

28 CLIMB UP THE LADDER

Looking for professional development? Look no further than Naval Postgraduate School in Monterey, Calif.

National Security is a Growth Business

With each issue of *Ethos*, we try to link stories together with a theme: families, training, operations, etc. This was the first issue where we just looked for good stories to tell and didn't worry so much about how they fit together. But, as we prepared to write this introduction, we noticed that many of the articles stem from one single thing – a proverbial pebble in the pond ripple effect – SEAL growth. Many of this issue's articles highlight how much NSW has grown since the days of UDT – not just in size, but in scope and mission.



Our new Coast Guard SEALs won't be seeing one of these for awhile.

For the first time in history, there are now SEALs who don't have "U.S. Navy" embroidered on their uniforms, below the trident. **The Coast Guard**, in a special agreement with the Navy, recently graduated two of their own.

One of our writers recently found retired **SEAL Medal of Honor recipient Mike Thornton** during Hell Week and asked him to reflect on his Vietnam-era career and his thoughts on where NSW is now as a special operations community.



Medal of Honor recipient Lt. Mike Thornton.

That same community is about to get larger. As NSW strives to increase the number of operators in the ranks, a burgeoning requirement for support personnel has taken hold. Read how NSW will soon fill more than 1,000 support billets.

Naturally, those billets are for people, but stand by for help from our furry friends. Our cover story highlights NSW's emerging **Multipurpose Canine Program** and how it's giving our operators a tactical advantage. Oh, and in case you are wondering about these dogs of war, their bite is much worse than their bark.



Not your typical Fido.

Demand creates growth, and growth creates demand. As our ranks and mission capabilities expand, so do our training requirements. That means diverse environments in different locations for multiple uses. The range article discusses how increasingly difficult it has become to find places to properly train and how we are in danger of getting squeezed out of one major West Coast training area.

NSW's officer ranks have not significantly grown, but instead shifted – and so has the need for professional development. We walk you through the transition of the SEAL LDO program and what options enlisted SEALs and SWCC will have in the future. Additionally, an article about the educational opportunities at the **Naval Postgraduate School** rounds out our officer development section.



Naval Postgraduate School.

As our mission overseas grows and evolves, so must we. Knowing the enemy and the strategic landscape is crucial to success. Lt. Cmdr. (SEAL) Chris Fussell wrote an analysis about understanding the true relationship of Al Qaeda and where its position is within the world. A book review of **Greg Mortensen's *Three Cups of Tea*** gives readers a glimpse of the people in the nations where we are fighting.



Greg Mortensen poses for a photo with school children.

Enjoy this edition of *Ethos*. We hope you will throw many more pebbles our way.

Joining the Ranks

Two Coast Guard officers graduate from SQT and become the first non-Navy SEALs in history.

Two U.S. Coast Guardsmen graduated SEAL Qualification Training Friday, May 21 at Naval Amphibious Base Coronado, becoming the first SEALs attached to any service other than the Navy.

The two officers attended training as part of an agreement between the Coast Guard, the Navy, and U.S. Special Operations Command to integrate a small group of Coast Guardsmen each year into the Navy SEALs.

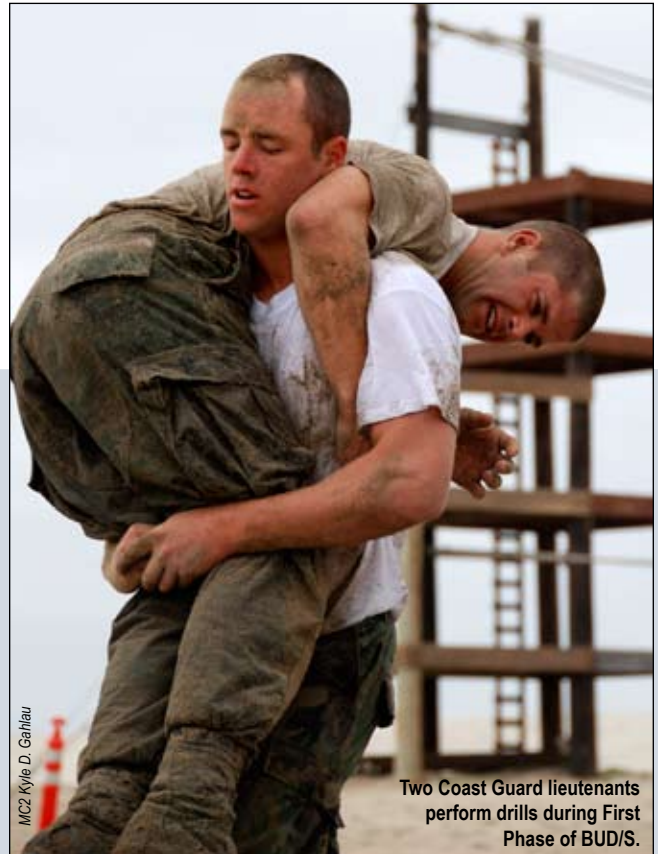
The program was conceived by the Chief of Naval Operations, Adm. Gary Roughead and former Commandant of the Coast Guard, Adm. Thad Allen. Their historic agreement, also signed by Adm. (SEAL) Eric Olson, commander, U.S. Special Operations Command, marks the first time anyone other than Navy personnel have been allowed to enter the training program and earn the title SEAL within the U.S. military. Some foreign militaries also use the SEAL name, though none have ever completed the U.S. Navy's full course of instruction.

"Naval Special Warfare is proud to team with the nation's first Coast Guard officers qualified as Navy SEALs," said Rear Adm. Garry Bonelli, deputy commander, Naval Special Warfare Command. "During the past 14 months, they have proven their mettle and have truly earned the right to be called our teammates. Cooperation among all services is a critical component of the National Maritime Strategy. Today's graduation is just one more example of the many integral ties that bind our maritime services."

The training to become a SEAL is both long and difficult. The students spend more than a year meeting very high standards in a wide variety of skills. They learn combat diving, tactics, navigation, marksmanship, demolitions, small boat tactics, parachute operations, heavy weapons, and patrolling techniques.

"We look forward to welcoming these **new SEALs** into the ranks of our nation's elite maritime special operations force."


*Capt. Stewart Elliott,
commanding officer, NSWC*



Two Coast Guard lieutenants perform drills during First Phase of BUD/S.

"The Coast Guardsmen have done very well throughout one of the most demanding military training programs in the world," said Capt. Stewart Elliott, commanding officer, Naval Special Warfare Center. "They have demonstrated the exceptional performance that is the hallmark of the SEALs. We look forward to welcoming these new SEALs into the ranks of our nation's elite maritime special operations force."

The USCG SEALs have been assigned to a Navy SEAL team, where they will serve alongside their Navy brothers for five years. They will be fully integrated into the SEAL teams, while retaining their status as Coast Guard officers.

There are now three additional USCG members in training. One recently completed BUD/S, one is just beginning BUD/S, and the third is preparing to begin training at the BUD/S preparatory school in Great Lakes, Ill. 

NSWC Public Affairs



Coast Guard Vice Adm. David Pekoske pins a trident on the uniform of one of the first Coast Guard SEALs.



Words from a hero

Medal of Honor recipient
Mike Thornton has a message

Q What do you want to tell the guys, man to man, SEAL to SEAL?

A You never quit and you never give up, and you continue to strive for a better life and a better way to operate. When you give up on yourself, then you've given up on everything. Keep fighting until the very end. The only thing that should keep you from fighting is when you're dead. The bad guys are always out there to eliminate you. So, you have to eliminate them first – but you never quit and you never give up. That's not just in training or in a SEAL team – that's in life.

Q What are your thoughts on Hell Week?

A Tradition is what our country is built on. That's what we want to consider today as these young men go through training. They are taking the baton from many other great SEALs and we have to maintain that quality of personnel as we put them through Hell Week.

When I was an instructor, I would ask a lot of the young men, "Why did you quit?" They would often say, "Because my friend quit." Well, he's not your damn friend. If he quits on you here at Hell Week with a little bit of cold water, sand and a little harassment, what is he going to do behind the lines when the bullets start spraying at you?

You have to count on one another like I counted on Tommy Norris or how Tommy Norris counted on Mike Thornton. The reason for all this madness and the reason we put these guys through all this training is because we're looking for the best quality of personnel to carry on this tradition. There is only one person who can make you quit and that is yourself.

Q How important is it to know your enemy?

A Look at the classes we hold and how they are trying to learn and operate with indigenous personnel. I read the Bible, the Koran and the studies of Buddhism because I wanted to understand the person I was fighting. Of course, just like Vietnam, you didn't know who the good guy was or who the bad guy was. It's the same way in Afghanistan and Iraq.

Retired Lt. (SEAL)
Mike Thornton
poses for a photo
next to his Medal
of Honor citation at
the Naval Special
Warfare Center.



Q Was there ever a time you can remember in battle where you look back on a situation and think, "I can't believe that happened?"

A One time, I was sitting down, then stood up. A second later, a bullet that would have gone right through my spinal column, instead went right between my legs. Some of it is fate, some of it is reaction. In that case, it wasn't reaction because I didn't know someone was shooting at me. There is some luck, but these young men who we're out here with . . . we want to make them thinkers. We want to make them understand that we have rules and regulations – those are guidelines. But we have to have guys who can think on their feet because you can't carry a manual in the field with you all the time. You have operational planning and you hope that everything goes according to plan, but as soon as those first three or four shots are fired, the whole operation is going to change. We have to have men who can think in a time of combat.


Q What are you most proud of in your life?

A I'm most proud of my family and the sacrifices they made while I was deployed. I'm proud of the camaraderie and the friendships I've made in the teams. That is something that will never change. The guys with whom I operated, we all worked together and were there for each other and that will never go away or disappear.

Q What do you feel your role is now within NSW?

A I find myself caring – caring about the men who support us and letting them know that we care and that I'm here to support them. That's where I find myself in the community. I'd like to think I've led in such a way that has helped people strive to do a better job or that I've motivated people to do a better job.

The one thing about me is that I've been out for 20 years now, but I will continue to care about these young men until the day I die.

I'd like to thank the community for how it's taken over the baton from us older guys and how it continues to strive to find the best quality of men. SEALs are the best and they continue to prove it time after time, operation after operation. 

MC2 John Scorza

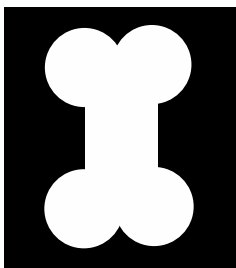




Dogs

that earn
their

Trident



You and four of your teammates are en route to a target in Afghanistan. You are highly aware that every step you take is dangerous because of improvised explosive devices (IED) the enemy has placed all around the countryside.

Twenty-five feet ahead of you, the point man suddenly gets excited. He thinks he smells the odor of an IED. He follows the scent to the source, then sits quietly, waiting for the next command. You breathe a sigh of relief, knowing that your team has been saved from an IED -- and thankful that your point man is a dog.

U.S. military working dogs have been used since World War I as alerts, guards and trackers. During Vietnam, the Navy experimented with dogs and handlers at SEAL Team 2. These dogs and their handlers were trained by the Army to patrol, attack, track and to rappel from helicopters.

But SEALs reported limited usefulness of the dogs because of the hot and humid climate in Vietnam. Now, with the demand for more operators and the increasing need to better detect explosives, NSW's Multipurpose Canine Program (MCP) uses more dogs, better trained handlers and new technology to give operators a tactical advantage.

"We were on a mission on point when we hit a target," said one Special Warfare Operator assigned to MCP. "We went to the compound and I sent in my dog 'Shaggy.' He found and alerted us to two armed

men hiding before we even went into the compound. He defused a potentially ugly situation. We may have been able to find them without the dog, but we may have walked into an ambush situation."

Not to be confused with military working dogs, the NSW canines and handlers provide more than one service to our operators in the field.

"Most military working dogs are either single purpose or dual purpose dogs," said Chief Special Warfare Operator Scott Bettner, a dog handler and leading chief petty officer for the West Coast MCP unit. "They are either just explosives or just narcotics, or explosives and patrol dogs. All of the multipurpose canines at NSW are trained in tracking, explosives and attack."

Military working dogs and NSW dogs look the same. Both programs use German Shepherds, Dutch Shepherds and Belgium Malinois. A unique aspect about the MPC dogs is that they are handpicked for their handlers.

"These dogs are not obtained via normal military working dog procurement channels because of the extremely high standards to which the canines and handlers are trained," said Bettner. "We travel to Holland or other places in Europe to view the dogs being tested for selection at the breeder's kennel. Other special operations dog handlers are there to view the animals as well and make the best selection based on personally viewing the testing."

Even the best canine candidates go through more testing and training to see if they can fit into the MCP program.

continued

“Even the best SEAL candidate may wash out of the program (BUD/S) once training begins,” said Bettner. “A dog with a high score and great testing can wash out of our program because it has an issue that isn’t identifiable until training begins. It is imperative that we observe the canine as much as possible prior to training to identify these discrepancies and make cost-effective decisions as to suitability.”

There is also pressure on the operators to work well with dogs.

“Not every SEAL is capable of being a dog handler,” said Chief Warrant Officer Michael Fouss, officer in charge of the West Coast based MCP. “Having an experienced SEAL as a handler takes the dog

teaches explosive detection, and how to read your dog when he smells an odor along with attack work in tactical settings.”

Every handler has a week-long block of basic vet care, which includes how to give your dog a physical evaluation; if he’s sick, what to give him; as well as emergency care. They also learn the type of medications a dog can take and the appropriate dosages with which to treat the dogs.

After the eight weeks of “bonding” with their new teammates, the pairs continue training outside the formal course. According to handlers in the program, they receive a minimum of three months of additional training with local police departments and other canine units in the area.

After the training, two sets of dogs and handlers are placed into the deployment rotation and join a team during the tactical or land warfare block of its workup cycle. A deploying squadron gets two dog teams, but they go where they will be used to their fullest capabilities.

Although these dogs might not in the past have been considered essential, the program is proving otherwise.

“(Operators) see the capabilities, which gives them that extra security when they’re out in the field,” said Bettner. “While operating in these high IED areas, just knowing that the dog has sniffed that area before you take that step there is huge.”

Dog teams also patrol with Navy EOD technicians. The EOD equipment detects every piece of metal or foil, making it almost too effective at finding metal. The MCP dogs detect the smell of the explosive and distinguish IEDs from scrap metal.

Technology has also enhanced the canines’ capabilities. Handlers can equip their dogs with cameras and send them in to clear a compound as they watch the action from a safe distance away on a screen attached to their arms.

The ability of the dogs to track human scent has saved more or alerted more than one patrol of operators to danger.

“They sent our dog ‘Chopper’ out off leash in a high grass area

As of February 2009, all SOCOM component commanders were authorized to accelerate their MPK9 capabilities as necessary.

team from a potential liability to an enabler.”

Once there is a good team of handler and dog, the real work begins for both. Both must attend a handler’s course to get them up to speed on techniques. The course for the West Coast-based MCP unit is taught in Riverside, Calif., at a facility that has a long history of police dog training and accommodates military working dogs.

“(The course) is six to eight weeks in length. It teaches you how to co-exist with the dog, basic obedience, basic tracking with your dog and how to read your dog’s tracking signals,” said Bettner. “It also



GOING FOR A WALK A dog team trains with EOD units to which they will be attached when deployed. These training sessions give the dog team and EOD valuable training and bonding.



NOT JUST THE BARK Imagine this beast biting you without a protective suit. The bite suit allows the dogs to “practice how they fight” and gives the handlers the opportunity to see and control how their dog attacks.

where they knew there were two armed insurgents trying to lay an ambush,” said Bettner about a recent mission with one of their canines. “Chopper punched out in front of them about 50 meters, got on odor, took a hard left and attacked the two men. It gave the SEALs enough time to see the bad guys and take their weapons. If they had not had the dog, the squad wouldn’t have been able to see the insurgents because of the tall grassy terrain, and they would have walked right by that ambush area. That dog saved that squad.”

Canines also help the operators by allowing them to use less than lethal force on suspects.


For example, according to the operators attached to the MCP, when they approach a man with a weapon and he drops it and runs, the operator can send the dog to apprehend him.

Some SEALs have had the opportunity to operate with the dog teams and have quickly realized the advantages.

“Having been a SEAL for several years without a dog, I feel much safer with the dog,” said one Chief Special Warfare Operator. “I feel almost naked operating without a dog now because it is such a huge advantage. They absolutely save lives.”

All SOCOM component commanders were authorized to accelerate their MPK9 capabilities as necessary, according to the Feb. 17, 2009, SOCOM memorandum signed by SOCOM commander, Adm. Eric Olson. Currently, two detachments are assigned to Naval Special Warfare Support Activities. Unlike the program during Vietnam, operators want to keep this program alive and well.

“MCP is not a capability you can just call up when you are facing the next big theater operation. If you want to have that capability when you need it, you have to keep it alive,” said Cmdr. Sam Havelock Jr., commanding officer of Support Activity 1. “They have proven their value in combat multiple times over. There are many SEALs alive right now who might not be had they not had the MCP capability with them.”

This new program has expanded to include a new kennel and training facility at Support Activity 2 in Virginia. The most important part of this program is the early detection of IEDs and the undisputed fact that these dogs and their handlers are helping operators come home safely. 

Story and photos by MC2 Dominique Lasco



TEAM BONDING Handlers often grow attached to their dogs. Canines have saved teammates, friends and their own handlers.

“They have proven their value in combat multiple times over.

There are many SEALs alive right now who might not be had they not had the MCP capability with them.”

Cmdr. Sam Havelock Jr., commanding officer, SA1

The life (and death) of a bullet

Most operators will fire more than 100,000 bullets during training within a single year. Most will probably never consider where the rounds came from, how it took dozens of people working through a unique process to deliver them, or what happens after they are spent.

This is the story of how a single nine-millimeter round is born, lives and dies.

Step One

Finding and distributing the bullet

The hunt for a bullet begins after the amount of ammunition to purchase has been determined by WARCOM's requirements department. NSW, just like all other DOD military services, will normally use the Army's contract with ammunition manufacturer Olin Winchester for purchasing needs.

Once the money has been sent to the Department of the Army, a government representative at the Olin Winchester plant will check the production of the round for quality to ensure it is in accordance with DOD guidelines.

When the rounds are ready to be distributed for use, they are sent to one of several Army inland ammunition activities with a lot data card, said Robert Scurlock, ammunitions integrated logistics support manager at WARCOM. Once the Army inland ammunition activity receives the bullets, it tracks the number and date of receipt on the lot data card.

"The vendor (Winchester) supplies a lot data card and the receiving activity inputs the data into a database and a receipt report is put into a DOD paperless contracting system," Scurlock said.

Step Two

Fresh from the factory

According to NSW Force Munitions Manager Jim McReynolds, the rounds are then shipped to another depot in Crane, Ind., or Tooele, Utah, until they are ready for distribution to NSW.

WARCOM will develop a plan to allocate the bullets to component commands as required and send a request to a Navy Operational Logistics Support Center for processing. Bullets going to NSW commands outside the United States are shipped via Military Sealift Command vessels.

Eventually, the bullets end up in the hands of an operator at a range or in theater, ready to be inserted in a weapon's magazine.

Step Three

Death of a bullet

Once the round has been spent, the brass shell casing of the bullet will remain on the ground until it can be retrieved. Brass shells littering the ground during a training evolution are retrieved by range personnel shortly after training.

Chuck Chaldekis, a range coordinator at WARCOM, says that the first thing range personnel will do after training evolutions is sort through the brass and look for live rounds that were not fired. "Depending on whether we're on an Army, Navy or Marine Corps facility, each has its own way of disposing of brass," he said. Live rounds are sent through a disposal process called demilitarization.

"[Demilitarization] is an Army account by Joint Munitions Command," Scurlock explained. "The Army has been designated as the DOD single manager for conventional ammunition and is responsible for demilitarizing ammunition." Demilitarization happens by explosive detonation, burning or shredding. Scurlock also says that in overseas combat theaters, Explosive Ordnance Disposal teams will dispose of the condemned rounds.

And, just when you think the condemned rounds are dead, many bullets will be reborn in ammunition factories from the scrap of those dead rounds. Thus, the circle of life for a bullet continues.



MC2 Shauntae Hinkle-Lymas

growing LEAP FROGS

FORTY-ONE HOURS.

That's roughly how long the jumpers assigned to the Navy Parachute Team (NPT), known as the Leap Frogs, spend in freefall flight in one year, combined. Now that may not sound like a whole lot to the average Joe. For some, it may not even add up to a whole work week, but jumpers know different. That's

2,460 skydives.

A whopping 2,460 minutes in freefall — plummeting toward the ground at up to 120 miles per hour!

Throughout the Leap Frogs' 2010 show season, which began in March and runs through December, the NPT is scheduled to perform 112 aerial parachute demonstrations across the United States. There are currently six jumpers on the team in addition to the officer in charge and three ground support personnel. The team is often augmented by former members assigned to Naval Special Warfare teams and training units. During each skydive, a jumper spends approximately 60 seconds in freefall, depending on altitude, time allotted for the performance and weather conditions. For those non-jumpers out there, that's the amount of time falling, between jumping out of an aircraft and actually getting under an inflated parachute (canopy). That one minute, multiplied by six jumpers, multiplied by 112 shows a year doesn't quite add up to those 41 hours, so where does the rest of the time come from? The answer is training.

A STAR PERFORMANCE Members of the Leap Frogs trail smoke in a star formation during training in San Diego, Aug. 16, 2009.

Photo by SBC J.C. Leubert

The NPT began in 1969 when Navy SEALs and Underwater Demolition Team members volunteered to perform at weekend air shows. The team was officially commissioned as the Leap Frogs in 1974 by the Chief of Naval Operations and directed to demonstrate Navy excellence throughout the United States. The team is sanctioned by the Department of Defense and recognized by the Federal Aviation Administration.

Today, the team still showcases the Navy to the public in a fun and exciting way. The demonstrations are a real attention grabber and give spectators the chance to meet a Navy SEAL, SWCC, EOD technician or aircrew survival equipmentman (PR) in person. This year the team is expected to reach out to 2.5 million Americans through demonstrations and community relations activities across 13 states, including five Navy Weeks.

"People don't really expect to come face to face with a Navy SEAL," said Special Warfare Operator 1st Class Isaiah Maring, the team leading petty officer. "We're trained to go in, do a job and come out without anyone even knowing we were there. This is a complete 180 from that."

Meeting spectators is a big part of the Leap Frogs' activities. The jumpers often let a few spectators help pack their parachute after a jump – under careful supervision of course! It's this one-on-one time that makes a difference and may just be what inspires the next generation of NSW operators.

"These guys won't be around forever," said Chief Special Warfare Boat Operator J.C. Ledbetter, the acting officer in charge, who will retire from the Navy this year. "We have to man the SEAL and SWCC teams of tomorrow and that's a huge part of why we do what we do. We hope to show these youngsters that we're just regular guys who train hard and love what we do."

The Leap Frogs fall under the Recruiting Directorate (RD) at NSW Command in Coronado, Calif. Beginning in fiscal year 2011, the team will be funded by Commander, Navy Recruiting Command while still being managed and manned by NSW.

"The Navy Parachute Team is an important asset that supports both Naval Special Warfare recruiting and outreach efforts, as well as overall Navy outreach and engagement," said Capt. Adam Curtis, RD director. "The team has the unique ability to engage large audiences with an exciting and visually powerful demonstration, and then to follow the show with personal interactions with the viewers. I think those personal interactions have the strongest effect because audiences realize that these members of an elite community are approachable and real."

The jumpers are all Navy SEALs, SWCC, PRs and EOD technicians. To become a member, candidates must be military freefall (MFF) qualified, be serving on at least their second enlistment and have completed a minimum of two operational deployments. Due to the heavy travel schedule, the three-year tour on the team is categorized as sea duty; the team spends around 250 days traveling per year. In addition to those requirements, candidates must have had no non-judicial punishments within the past four years, have a current dive physical and high-altitude physiological screening card, and a written recommendation from their commanding officer and command



Photo by SOC Darren McBurnett

LAND OF THE FREE Special Warfare Operator 1st Class Aaron Darakjy lands with the American flag at Janesville Air Fest in Janesville, Wis., May 30, 2009.

master chief. The team takes applications on a continuous basis, but new members typically join the team in time for winter training, which is held January through February. During this period, each jumper will complete more than 200 training jumps to prepare for the upcoming show season.

Winter training begins in San Diego, where new Leap Frogs grow from basic tactical parachutists to experts in the field. Each jumper already knows the basics of military tactical parachuting from their training at MFF school. However MFF doesn't cover what is known in the sport of skydiving as canopy relative work (CRW). CRW is what makes up the main part of the Leap Frogs' performances. Deliberately flying their inflated canopies dangerously close to one another may seem a little crazy, but these guys learn how to do it safely and it makes for an incredible display of precision canopy piloting skills.

The first skill that jumpers must get signed off is accuracy – after all, accuracy is pretty important when landing on small targets like the bow of an aircraft carrier! Jumpers must land 10 consecutive jumps within a 30-meter circle for the basic level, followed by 10 consecutive jumps within a 10-meter circle for the advanced level. Only after these skills are completed can jumpers continue on to learn demonstration parachuting skills.

The root of most CRW maneuvers is the biplane. Two jumpers fly their canopies together in the same direction. The lower jumper aims his canopy at the top jumper's legs. As soon as it hits, that top jumper hooks his legs around the lines that attach the canopy to the harness (the part that looks like a back pack) and slides down until he reaches the risers (the straps above the shoulders). The top jumper becomes the pilot and controls where the formation goes by pulling down on steering toggles. From the biplane, jumpers can transition to various other maneuvers including the side plane and daredevil down plane for more experienced members.

Jumpers also learn to use smoke grenades to help spectators see their formations. These are attached to brackets and strapped to a jumper's foot. As soon as the jumper is ready, he reaches down and pulls the pin out to set off the smoke. Several grenades may be rigged together on a line to create a wave of different colored smoke. But what gets the crowd jumping to their feet in awe is the presentation of the American flag. The flag that the team typically uses is 20 by 30 feet and is tethered to a jumper's waist and attached to the parachute harness. A 20-pound weight is attached to the lower corner of the leading edge to help the flag maintain its shape, which acts like a pendulum below the jumper.

"Flying the flag just takes a lot of practice," said SO1 Aaron Darakjy, who is in charge of the team's ordnance and often jumps with the American flag. "It was hard at first, but once you get used to the difference in drag and weight it's not too bad. I'm always really proud to fly the flag in, it means a lot."

After in-house training is complete, jumpers continue to stadium week. The team works with local schools and professional football and baseball teams in the San Diego area to get stadium practice time. Many NPT

“We have to man the SEAL and SWCC teams of tomorrow and that’s a huge part of why we do what we do. We hope to show these youngsters that we’re just regular guys who train hard and love what we do.”

SBC J.C. Ledbetter

is not possible. Depending on its configuration, jumpers can see if it is safe to jump or whether there is some kind of emergency prohibiting a jump. The team’s hospital corpsman is also on site in case of a medical emergency and a mass communication specialist is assigned to the team as both the media liaison and announcer.

Getting ready for a trip isn’t as easy as throwing a parachute in a bag and heading for the bird! Each team member has several collateral duties,

events are at stadiums and every location presents a different set of challenges. Things that most people wouldn’t even think about must be considered, such as location of lights and scoreboards, passageways through the stadiums that could cause turbulence, obstacles that affect air flow over buildings and trees; not to mention air traffic in areas that are not usually used for parachuting. Every movement must be carefully choreographed to ensure the best crowd perspective and – most importantly – a safe landing.

The ground support personnel are just as important as the jumpers. No show or training evolution can happen without them. The drop zone safety officer takes wind readings and sets up both a wind indicator flag and a bright orange, T-shaped piece of fabric. The ‘T’ indicates the direction for landing and serves as a communication device if radio contact

including aircraft scheduling, FAA liaison, smokes and rigging, parachute maintenance and repair, supply and travel manager. It takes dedicated teamwork to make the wheel go around. The media liaison contacts local news reporters to help get the word out to the public about NPT’s events. Upon arrival in a destination city, the team must also visit each site prior to the jump for a site survey and to meet with event coordinators.


One thing that the NPT do not have is its own, dedicated aircraft. Instead, the team works closely with aviation communities including the Air Force National Guard and occasionally the U.S. Coast Guard to resolve this issue. Pilots must conduct training for jump missions on a regular basis and NPT provides a great opportunity for squadrons to meet their own training needs, as well as NPT’s needs. It’s a great partnership, a win-win situation for all.

The Leap Frogs team up with the U.S. Army parachute team, the Golden Knights, during winter training almost every year. The teams met this year in Homestead, Fla., for high-wind training.

“Spending time training with other branches of the military is always rewarding,” said Ledbetter. “We learn a lot from each other and get to mix in a little team rivalry too.”

Ledbetter has more than 9,500 jumps under his belt to date, through his time at the Leap Frogs and time spent as an instructor at the MFF school in Yuma, Ariz. Each jumper on the team has the opportunity to become qualified in several competencies, including freefall jump master, air operations trainer/examiner, accelerated freefall instructor and tandem instructor – experience and skills that they will take back to SEAL and SWCC teams.

At the end of their tour, Leap Frogs go in various directions. Some are reassigned to SEAL and SWCC teams, while others return to their respective communities, but for all, a tour at the Leap Frogs is a unique opportunity that few forget.

The team currently has eight to 10 billets to fill and tryouts are scheduled for June. For more information about becoming a member, qualified applicants should contact the team directly at (619) 537-2025. 

MC2 Michelle Kapica

KNUCKLES Aviation Survival Equipmentman 1st Class Victor Maldonado, greets spectators. The team performed during the opening ceremony of a Chicago White Sox spring training baseball game at Camelback Ranch in Glendale, Ariz., in support of Phoenix Navy Week March 28.





Need a job?

Join Naval Special Warfare

NSW grows to meet demand for spec ops

There will be an additional 1,062 people joining NSW's ranks beginning in 2011. The new people are all part of NSW's master plan – to grow a stronger fighting force.

S

ince the 9/11 attack on the United States, there has been an unprecedented demand within the Department of Defense for special operations activity.

The Naval Special Warfare Squadron — composed of a SEAL team, organic and attached combat support (CS), combat service support (CSS), individual augmentees (IA), and mobilized reservists — forms the backbone of the Navy's special operations contribution to what has become a proactive irregular warfare campaign against an enemy that is hard to predict and difficult to find.

During his visit to West Coast NSW commands in March, Chairman of the Joint Chiefs of Staff Adm. Mike Mullen, praised NSW for increasing SEAL production without

compromising fitness and qualification standards. However, development of a critical backbone of organic enablers, including CS and CSS Sailors and civilian subject matter experts, significantly lagged behind the operational expansion. This necessitated a reliance on augmentees from the fleet and reservists, which disrupts Navy activities and is an inefficient use of a valuable and limited resource.

Accordingly, the Secretary of Defense directed an increase in NSW organic support of more than 1,000 personnel.

Preparing for the increase

NSW is modifying deployments of special operations forces by dispersing small troop elements to engage in combat and other operations in multiple theaters around the

world. Those small troops will still need food, ammunition, vehicles and other items to help them be successful in war. An expanded core of CS and CSS Sailors and NSW civilians is required to enable mission accomplishment.

"We're in the business of being forward from the United States, in some rather expeditionary places," said Michael Warmbier, deputy assistant chief of staff for logistics, engineering, maintenance and combat systems. "Because of that, we're going to be in places often where there is no conventional big Navy support that we can leverage for combat service support."

Stuart Hinrichs, NSW's force manpower director, agreed. "As our mission expanded because of the war on terror, we as a community assessed that in order to bring these desired effects on the battlefield, we needed additional manpower." Getting the

billets is just one aspect. “NSW also had to ensure a system was in place to train the personnel filling the billets prior to their deployment cycle,” Hinrichs said.

As the demand for NSW grew, the reliance on IAs increased because there weren’t enough support personnel in NSW to fill every requirement. Individual augmentees were drawn from Navy fleet operational forces and staffs. Personnel detailed to service as IAs were not available for their normally assigned duties at their parent commands, which placed a hardship on their shipmates. Additionally, many IAs were not available to participate in pre-deployment training. Since their duties with NSW often involve a significant adaptation of their core duties and responsibilities, this circumstance left both the IA and the supported NSW element at a significant disadvantage.

“IAs receive a basic amount of training as far as maintaining their survival and livelihood while forward deployed because it’s a dangerous place to be,” said Lt. Harriet Johnson, staffing personnel officer at WARCOM. “But they get very little training on how NSW does business and how that is different than the way the rest of the Navy does business.”

Chief Personnel Specialist Jimmy Mariano, assistant force personnel officer, said involving Sailors in pre-deployment training is a tremendous benefit for both the Sailor and the command with which they’re deploying.

“Having that corporate knowledge of how NSW works is critical,” Mariano said. “If we’re sending a person straight from the fleet forward to support us and they don’t have any background of how we work, they may feel like we’re talking a different language to them.”

Unlike IAs, organic support personnel are permanently assigned to NSW commands, giving them adequate time for training and understanding of how their commands function. “With the new hires, hopefully we can reduce or even eliminate the reliance on the IAs we’re using right now,” Johnson said.

Karl Heinz, NSW’s Navy programs and force integration officer, sees this as a win-win situation. “The conversion of IA to organic support will not only improve effectiveness and consistency for critical functions within NSW, but will also result in a more efficient and consistent availability of manpower within the fleet. Plus, NSW will be permitted to deploy the new additions multiple times, which means that we will get a return on our training investment.”

Civilian personnel are highly valued for

their subject matter expertise. Some may come from private industry, others from other services or Navy commands. They will have varied skills such as accounting, management analysis, human resources, supply, logistics and marketing. And, some of these new hires may well come from NSW’s own military ranks. Once a service member leaves the military, retaining their talent and experience in this community is invaluable

“You take a very senior Navy SEAL who was heavily vested in training work when he was an E9 and about to retire, well, holding on to that experience as a reservist or civilian pays dividends as well,” Hinrichs said. “Otherwise, that experience walks out the door.”

Defining the 1,062

Paula Jones, NSW’s forces program analyst, said “The new billets will be phased in over five years beginning in FY11. Of the 1,062 authorizations, 478 will be CS Sailors, 387 CSS sailors, and 181 will be civilians — only 16 are SEALs. Personnel will arrive incrementally every year from 2011 through 2015 in alignment with our training and deployment cycle.”

Heinz said some of the new additions will help maintain mission readiness by serving in training and leadership roles after their first deployment. “A continuous rotation of training and leadership ensures the latest tactics and procedures are represented within the force, and keeps deploying personnel in a mission-ready status.”

“Our community’s response to this vibrant and dynamic operational environment has been to rapidly adapt while maintaining our operational excellence and effectiveness,” said Heinz. “This is perhaps our greatest strength and is only possible by preserving our greatest asset — the caliber and quality of our personnel.”

The additional people won’t come empty-handed. Jones said they will come with program money for maintenance, equipment and facilities.

“SOF will remain *dependent* on the services’ *key enablers*.”

*Adm. Eric Olson
commander, USSOCOM*

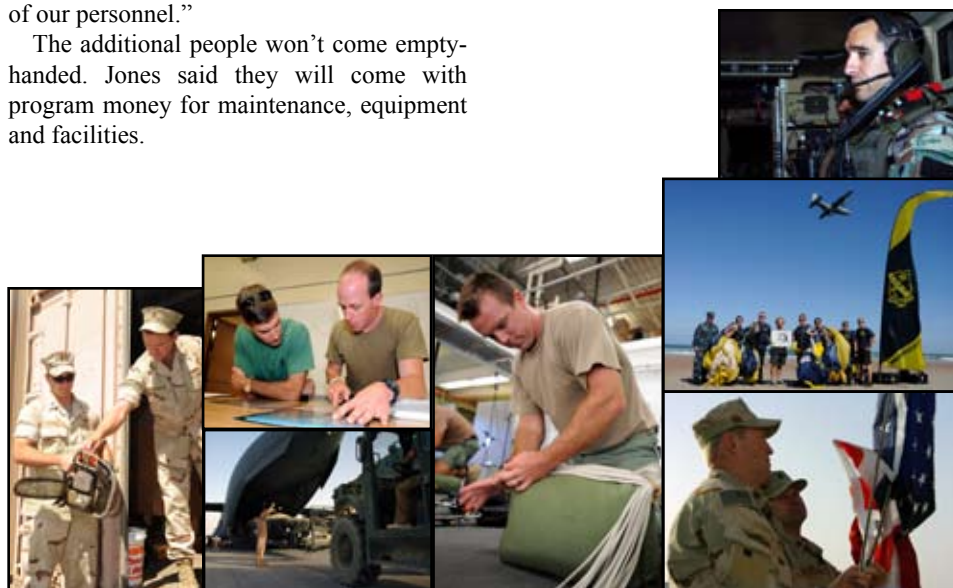
“Anytime you have growth and additional personnel, there are other costs that are associated with them,” Jones said. “The billets were resourced with initial outfitting, sustainment, tactical vehicles and military construction funds.”

NSW has four proposed military construction projects in San Diego and Virginia Beach, between 2012 and 2015 to facilitate the new personnel. Some of those projects include buildings for both East and West Coast Mobile Communications Teams and a logistics support facility in Virginia.

With the additional personnel, operators can focus more on their own jobs. In a recent issue of Joint Forces Quarterly, Adm. Eric Olson discussed why this was so important.

“SOF will remain dependent on the services’ key enablers,” he said. “Those enablers are the combat service support Sailors, the combat support Sailors, and civilians who will stand behind the operator to make sure he can remain focused on the task at hand — winning the war on terrorism and staying in the fight until it’s finished.”

MC2 Shauntae Hinkle-Lymas



Open Range?

NSW struggles to keep training areas as an increased training tempo becomes a multi-service issue

Quality warfighters require continuous training in a wide variety of environments. They must be prepared to fight anywhere in the world. Fortunately, for NSW's West Coast operators, diverse training ranges are located nearby. Just 35 miles north of San Diego is Camp Pendleton, a 125,000-acre Marine Corps base that serves as one of NSW's primary training areas.

The vast landscape features breathtaking scenes of mountainous terrain and coastal shoreline, filled with nearly 400 species of mammals and birds and more than 1,000 species of plants, fish and animals.

Unfortunately, some training opportunities at Camp Pendleton may be in jeopardy.



Crewman Qualification Training (CQT) candidates pick up spent rounds on a remote range at Camp Pendleton used for heavy weapons qualification.

Camp Pendleton at a glance

Here's a breakdown of some of the ranges NSW currently uses.



Special Boat Operator 2nd Class Edward Turner, a CQT candidate, leads a 50-caliber gun on a remote range at Camp Pendleton.

NSW's access to training areas at Camp Pendleton, as well as access to all of the other ranges and complexes located on Marine Corps installations, may be permanently lost due to an increase in the number of Marines who are filling the training areas to capacity.

"They have had a large influx of new Marines to the base and because of that, their training areas are being overused and they no longer have the berthing to support NSW and their own," said Capt. Rick May, WARCOM's deputy assistant chief of staff who oversees the training range program. The Marines, May said, have requested a formal assessment to determine if they can continue to support NSW and other forces.

U.S. Pacific Fleet was assigned by OPNAV N4's Sustainable Range Program office to gather facts and be the arbiter between the Marine Corps and the Navy regarding this important training issue. This has gained interest from the Secretary of the Navy, who ultimately controls all Navy operational areas and ranges on Navy and USMC installations.

"The dilemma that NSW is facing is that we have a CNO mandate to increase the numbers

through BUD/S, but we can't do that if we don't have the ranges," said May. "Ranges are quintessential to becoming a SEAL. Without ranges you cannot make a warrior. That's the bottom line."

"Camp Pendleton's 116 Complex includes a pistol range, an 800-yard rifle range, 270-degree range, a close quarters combat facility, and crew-served weapons ranges located nearby which constitute the center of gravity for us in support of SEAL Qualification Training and Crewman Qualification Training," explained Randy Jackson, WARCOM's range program manager.

Finding new places with enough room to train is not an easy task. There are many factors to consider when selecting a training area that go beyond meeting mission requirements.

"Establishing and maintaining ranges are some of the most difficult things that we do because it's not just about going out there, finding an empty area and shooting," said May.

Encroachment onto environmentally-

sensitive areas, noise abatement, having a sufficient buffer zone for stray gunfire, and endangered plant and animal species are just some of the issues that need to be considered. "Whenever we have any impact on the environment, there has to be an environmental study done" which can take years, said May.

"For instance, one environmental study we have in Niland (Camp Billy Machen) has been going on for seven years now," he said. "We don't have the freedom to do whatever we please. We have laws that govern every aspect of what we do and we are very careful in how we proceed in these matters."

Retaining the 116 Complex at Camp Pendleton is vital to NSW for several reasons, including its proximity. A range near West Coast operators cuts down on the amount of travel, which saves time and money and allows operators more time at home with their families.

"There are other places throughout the United States that we could go. San Clemente Island is one of those locations, but you will never be able to get in your car and drive out there," said May. "The planning to get out

continued

- pistol range
- 800-yard rifle range
- 270-degree range
- crew-served weapons range
- close quarters combat facility

A CQT candidate plots his course on a compass during a land navigation training evolution.

CQT candidates are quizzed by instructors during heavy weapons training.



MC2 Shauntae Hinkle-Lynas



MC2 John Scorza

there is substantial. For instance, if the guys are going to stage their gear, that takes a day. If they send it out by barge, that takes another day. To get the gear back from the island takes another day. So, right there we have lost three days in just getting to and from and that doesn't make a whole lot of sense."

Versatility is another reason why Camp Pendleton is so attractive to NSW. Training cadres appreciate Pendleton's ability to host live fire for all of the different calibers of weapons in NSW's arsenal.

"Some of the other ranges that we have in the local area are not suited for all types of weapons," said May. "For instance, up in La Posta we can't shoot everything because we don't have the ranges to do that and because of surface danger zone restrictions. At Niland, we can shoot a few more things and do some tactical ground mobility, but Camp Pendleton really has many different venues for us to go and train: mountain facilities, heavy weapons facilities, close quarter combat and more."

In the past, NSW has used the 116 Complex for SQT and used crew-served weapons ranges for CQT operations. Currently, safety issues combined with current circumstances on the base are preventing SEALs from utilizing the close quarters facility.

"The CQC at the 116 Complex was built in 1996 with SOCOM funding," said Jackson. "Since that time, the Navy and the other services have done a lot more research and testing on urban operation facilities. We found that in order to be safe with shooting up to 7.62mm ball ammunition inside or into the exterior of a shoot house without it passing

through the wall, you have to have AR-500 steel, one-half inch thick. The existing CQC is AR-400 steel which is no longer certified by the Navy for 5.56 ball ammunition."

According to Jackson, NSW intends to upgrade the steel and the space to meet Navy requirements; however the upgrades have been postponed until the completion of the Pacific Fleet assessment, per the Marine Corps. This has forced NSW to shift training to less optimal facilities at La Posta and commercial ranges until the situation is resolved. These facilities do not have the amount of space necessary to efficiently support large numbers of operators, and again, proximity is important.

"To us (NSW) it's a safety issue," said Jackson. "Until such a time when we can ensure the safety of our operators, we are not going to allow them to use (116 Complex) without restrictions on the type of ammunition. The way ahead has to be for us to modify that range and make it compatible with current regulatory guidance so we can continue training."

Although SEAL training has been temporarily relocated, SWCC training continues at Pendleton at the crew-served weapons ranges where recently CQT classes fire heavy weapons and conduct land navigation exercises. These important evolutions are completed six times annually during 14-week training blocks. CQT students must become marksmen with the 9mm pistol and M-4 rifle, perform assembly and reassembly, function checks, administrative loading, jam feeding, and solve malfunctions.

Students must also be able to navigate on land by using terrain features, compass bearings, and latitude and longitude.

Despite the issues looming about NSW's future at Camp Pendleton, the command is focused on making sure SEAL and SWCC students continue training at a high level based on the newest lessons learned from the current operating environment.

"As a range program of record, we have to be responsive to what is going on in the battlefield," said May. "We must be responsive to new enemy tactics, techniques and procedures."


"We have a formula that we like to use for success: training frequency multiplied by range capability equals combat readiness," said Jackson. "If you want to go



“Camp Pendleton is one of the only local ranges that is certified

to combat and be successful then you want to replicate combat conditions. It's not just putting steel on target. It's also command and control, employment of weapons and equipment, communication, and maneuver. We want to integrate leadership, maneuver, communication, movement and planning while we train in a realistic environment.

"That is what a range should do: replicate the battlefield."

May said the Pacific Fleet assessment of Camp Pendleton's training ranges will be completed by the end of June and a ruling on how much the Marines can continue to support NSW will come from the Navy by the end of the year. 

MC2 John Scorza



MC2 John Scorza



MC2 John Scorza

A Crewman Qualification Training instructor tests his night vision equipment before conducting weapons training with lasers.

CQT candidates conduct weapons training with lasers on a remote range at Camp Pendleton.

to **handle all** of the caliber weapons
that we fire **at one location.**”

What's in a Name?

Debunking the *Al Qaeda* brand



U.S. Air Force Staff Sgt. Angellia Lawrence

DEFEATING THE ODDS Residents of Qalat Afghanistan, attend a groundbreaking ceremony for Zabul province's first all-girls high school.

As the United States endures the ninth year of the post-9/11 world, a new presidential administration and revamped leadership have a brief opportunity to reflect on the past and rewrite the future of how the country has and will depict the modern enemy.

The framing of choice for the past years has been one of black and white, of lines in the sand, of us versus them. At the core of this view has rested a preoccupation with the Al Qaeda organization, which has served to legitimize them – possibly feeding the very insurgencies the United States is hoping to defeat, while paying little attention to understanding the true nature of the organization.

As Westerners, it is in our nature to arrange problem-sets in an organized and hierarchical fashion, and to look for similarly organized

solutions. But what if, in defining Al Qaeda through a lens that is biased toward seeing hierarchy and order, the United States is simply giving Al Qaeda more credence than deserved – empowering the organization it intends to destroy?

The benefits of this framing are obvious. Most importantly, the United States has presented a clear enemy toward which military efforts can be directed and given the enemy a face for public consumption, thus creating an organized framework to explain why the United States is at war. The costs, however, may outweigh those gains.

The application of a Cold War “good versus evil” paradigm strengthens Al Qaeda by giving it credibility in the eyes of the world, empowering it within the ummah (Islamic community), and creating

the image of an organization led by an effective core of leadership.

The time has come to reconsider the history of the organization and to retell the Al Qaeda story. Its history is rife with examples that show a movement plagued by internal conflict and disputes with other Islamist groups; a dangerous fringe movement within fundamentalist Islam that is looked at warily even by other jihadist extremists; and a movement that is 'led' more by the Al Qaeda brand name than by any central leadership.

Case 1: From Azzam to Zawahiri

The Palestinian-born jihadist Abdullah Azzam stands out among bin Laden's early associates, and it was his Maktab-il-Khidmat (MaK, meaning Afghan Service Bureau) that eventually evolved into Al Qaeda.

Born in the Palestinian territories, Azzam was in Peshawar, Pakistan in the early 1980s as the fighting in Afghanistan against Soviet occupation was gaining strength. Azzam, a trained Islamic scholar, emerged as a leader among Arabs who were responding to the call for jihad in Afghanistan. It was in this context that bin Laden and Azzam first became associated, as bin Laden arrived to assist with the struggle against the Soviets.

But toward the end of the decade, a rift began to grow between bin Laden and his mentor. Bin Laden found himself torn between two powerful personalities. On one side was the father of MaK and first major jihadist to influence bin Laden, Abdullah Azzam; on the other, sat the new faces of a more aggressive jihad led by Ayman al Zawahiri. The division between the viewpoints of Azzam and Zawahiri were significant, with the former insisting on a policy of jihad for the purpose of "reclamation" of former Muslim lands (e.g. Palestine), while the latter endorsed a much more aggressive policy of jihad throughout the Muslim world with the intent of evicting those governments which were seen as puppets for the West (e.g. Egypt).

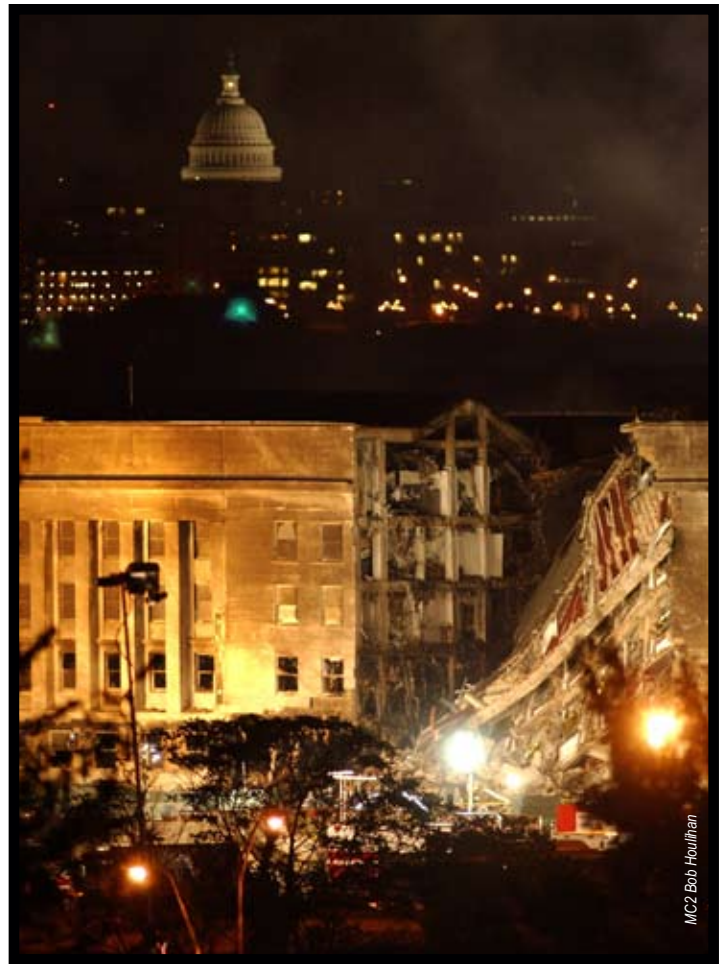
Bin Laden, convinced that Arabs were the superior force – a belief based on his aggrandized memories from Afghanistan with little actual battlefield proof – called for a separate and unified Arab army of jihadists that would live and train in Afghanistan and project its power throughout the Muslim world.

The difference proved irreconcilable, and as a result, bin Laden broke from Azzam in 1988 and established Al Qaeda. It was to be in line with bin Laden's vision, as given to him by his new mentor, Zawahiri: a separate army of Arab Islamists. This rift was ultimately put to rest when Abdullah Azzam was assassinated in Peshawar, Pakistan in 1989.

What emerges in this case study is an early pattern of dissention and division within Al Qaeda, as well as a leadership circle driven by very human emotions – not the grand and unwavering visionaries of the movement that the world tends to see in Al Qaeda Central. The earliest minds involved in creating the organization were unable to agree on what it should truly represent, argued at great cost over the mission focus of the organization, and were prone to infighting.

Any efforts to combat Al Qaeda must heed this lesson, exploit it whenever possible, and publish it to the masses in both the West and the Muslim world.

The application of a Cold War-esque "good versus evil" paradigm strengthens Al Qaeda by giving it credibility in the eyes of the world ...



REMEMBERING 9/11 Smoke and flames rose over the Pentagon late into the night, following a suspected terrorist crash of a commercial airliner into the southwest corner of the Pentagon on Sept. 11, 2001.

Case 2: The 9/11 Attacks

The attacks of Sept. 11, 2001 represent the pinnacle moment of Al Qaeda's war against the United States, an epic act of overt aggression against a distant enemy that was quickly framed to represent the collective anger of jihadists worldwide.

The United States immediately attempted to place these attacks in a context that was understandable to a Western mindset: it was an attack by the collective "evil" of Islamic fundamentalists upon the collective "good" of the free world. By framing the 9/11 attacks in the context of 'us versus them,' the United States and her allies were unwittingly helping to unify the 'them' in this equation.

In the run up to the 9/11 attacks, it is now clear that Al Qaeda was not the unified voice of Islamists throughout the world. In fact, Al Qaeda faced a serious challenge: how to unite the regionally-focused jihadist movements throughout the Islamic World and incite the ummah into a global call to arms? Its answer, as we now know, was to strike the United States directly in hopes that this action would address both of these goals.

But at the time of the attacks, Al Qaeda was

continued



U.S. Air Force Staff Sgt. Angella Lawrence

BUILDING RELATIONSHIPS
U.S. Air Force Lt. Col. Andy Veres, commander of the Zabul Provincial Reconstruction Team, and Zabul Gov. Muhammad Ashraf Naseri place one of the first rocks at a groundbreaking ceremony for the first all-girl's high school in the Shajoy district of the Zabul province of Afghanistan. Placing the rock symbolizes the beginning of the school's construction.

living comfortably in Afghanistan as the guests of the Taliban. It was obvious to those around bin Laden and Zawahiri that the attacks of 9/11 would bring very dangerous repercussions from the United States and was likely to disrupt the balance that was serving many Islamic fundamentalists quite well.

A debate continued within Al Qaeda during the planning phases of 9/11, eventually leading to yet another division within the organization – hawks and doves. Ultimately, the hawks won the day and the attacks took place. But following the U.S. invasion of Afghanistan, the hawks would retreat to Tora Bora, and later into Pakistan, while the doves would make their own escape into Iran.

Meanwhile, the Taliban would be systematically destroyed by the United States military and the Northern Alliance for their part in harboring Al Qaeda, despite the fact that the Taliban leadership did not condone the 9/11 attack.

The very fact that there was not an influx of foreign fighters into Afghanistan in reaction to the U.S. invasion now speaks volumes about the highly exploitable seam that existed between Al Qaeda and the organization's would-be followers in the ummah that it was desperately counting on for support.

Their lack of interest in joining the fight was sending a message that the West was unable to receive at the time, and it was a seam that would be closed by the 2003 invasion of Iraq, through which the apocalyptic preaching of bin Laden and Zawahiri would suddenly gain credibility with the ummah.

The attacks of
Sept. 11, 2001
represent a **pinnacle moment** of Al Qaeda's war against the United States, an epic act of overt aggression that was framed to represent the **collective anger of jihadists** worldwide.

Case 3: Abu Mos'ab al Zarqawi's Ascension to Power

As previously discussed, following the U.S. invasion of Afghanistan, Al Qaeda split into two factions. A small group of loyalists who had supported the 9/11 attacks followed bin Laden and Zawahiri on their retreat into Pakistan, while a larger splinter group found safe haven in Iran. Among the latter group was Zarqawi, having escaped from Herat as the city was under siege from the Northern Alliance, and subsequently avoiding capture by American forces in Kandahar before making his way to Iran.

As the dust settled on the initial invasion of Afghanistan, Al Qaeda leadership found itself in a precarious position, with its two figureheads rendered unable to control their organization as they sought refuge in the Federally Administered Tribal Areas (FATA) of Pakistan.

The key question that this case brings to light, and which speaks directly to the weakness of the Al Qaeda organization, is why Zarqawi was able to position himself as the face of Al Qaeda in Iraq. In answering this question, we will see the significant weakness it highlighted in the organization, and also the unintentional role the United States played in legitimizing Zarqawi, thereby giving the Al Qaeda an air of cohesion and strengthening its brand name around the world.

It was the United States that introduced Zarqawi to the world, in the form of Secretary of State Colin Powell's pre-Iraq invasion address to the United Nations, in an effort to show the danger that was represented by Saddam Hussein's connections with global terrorists.

Unintentionally, the United States had given Al Qaeda a new lease on life, and given credence to the rhetoric of bin Laden and Zawahiri by invading Iraq based on, arguably, a misunderstanding of the relationships within the very terror networks it intended to destroy. Bin Laden and Zawahiri were quick to take advantage of the situation.

Regardless of the how and why behind Zarqawi's rise to power, there was yet another highly exploitable fissure within Al Qaeda, which came with Zarqawi's utilization of extreme violence and the killing of fellow Muslims in an effort to initiate a Sunni-Shia civil war.

This point cannot be overstated. Zawahiri, the intellectual mastermind of Al Qaeda, was unable to prevent an Al Qaeda lieutenant from killing fellow Muslims and inciting a civil war in a Muslim nation. This significant divide represented an outstanding opportunity for exploitation in an effort to show how weak the leadership of bin Laden and Zawahiri had become; the engineer and doctor now unable to control the actions of a one time street thug from the slums of Jordan. The United States would be well served to retell this particular piece of Al Qaeda history to the world audience.

Conclusion

Al Qaeda is a concept as much as an organization. If its strength were in an army, then the army should be attacked; if in territory, then it should be occupied; but Al Qaeda's true strength lies in an idea, therefore, the idea must be debunked. By looking at Al Qaeda through strictly Western eyes that are biased by a Cold War, good versus evil perspective, the United States fails to see the delicate seams within the organization.

From this perspective, the United States is predisposed to see an

... there was yet another highly exploitable fissure within Al Qaeda, which came with Zarqawi's utilization of extreme violence and the killing of fellow Muslims in an effort to initiate a Sunni-Shia civil war.

'enemy' which can be defined by classic terms that have served us in the past. However, as we have seen, when this model is applied to a loose organization that draws its strength from its brand name more than from any single asset or individual, attacking it in a classic manner only serves to strengthen the brand name in the eyes of the world and increase its appeal to potential recruits.

By exploiting these seams, the concept of Al Qaeda as a unified body representing the Muslim world will be slowly discredited. Those trying to defeat Al Qaeda would be wise not to give the organization the credibility it so desperately requires in order to sustain its recruiting. By showing the divisions in the organization and the inability demonstrated by bin Laden and Zawahiri to control their membership, a would-be jihadist will be infused with some doubt as to the nature of the very organization he is hoping to join.

This argument emphasizes the importance of seeing Al Qaeda for what it truly is, a network of groups and individuals loosely connected by a common ideology, and those connections are only strengthened when the organization is depicted as a unified and effectively controlled entity.

Policy makers should seek out opportunities to undermine the Al Qaeda brand name, thereby diminishing the their standing in the eyes of current and would-be foot soldiers, and introducing an element of doubt amongst those in the Islamic fundamentalist world. €

Note: This article was originally created by the author for the Naval Postgraduate School as part of a curriculum requirement. Source citations are available upon request.

Lt. Cmdr. Chris Fussell

LOCAL HELP A U.S. Navy SEAL talks to local Afghans while conducting a Sensitive Site Exploitation (SSE) mission in the Jaji Mountains.



Often far apart

Coping with war on the home front

This article is about the impact of war on our SEAL families. It outlines how we can learn to cope with the undaunted reality that our loved ones are most often engaged in armed conflict, and what we can do on the home front to help ensure less stress for all concerned.

SEALs are constantly being subjected to separations from loved ones, and the fact that the separations often involve war, can tend to intensify an already high stress situation.

While we can believe very much in what our loved ones have chosen as a profession, and be very proud of the role they play in protecting those of us on the home front, the pain of not knowing whether they are safe is something only someone who actually lived through this kind of experience can fully understand.

With the advent of almost instantaneous communication from our warfronts, the real-life drama is brought into our living rooms with such clarity that we sometimes find ourselves experiencing many of the feelings once reserved only for those in combat.

However, the more we know, the more room there is for worry and concern for our loved ones. We watch and we wait for news which, all too often, is heavily laden with the pain and suffering of war and might serve to heighten our stress levels. Stress is no stranger to the military family, and we have all felt the sting of this special kind of pressure which has the potential to do us great emotional harm. As a result of stress, we sometimes have made certain adjustments, both emotionally and physiologically, which may have an undesirable effect on us, and those around us.

As we experience stress, our body is always attempting to restore balance to our system. Sometimes this

balancing is accomplished in a healthy manner, but sometimes it becomes almost too much to handle. Some of the signs and symptoms of excessive stress might include a listing familiar to many of us: Guilt, fright, aggressiveness, insecurity, feelings of inadequacy, impatience, anxiety, depression, uneasiness, tension, mood swings, decision-making difficulties, concentration problems, distrust, nervousness and apprehension, along with an assortment of physical problems such as headaches, digestive problems, rashes and appetite changes.

The majority of our behavior, when faced with a stressful situation, such as coping with the separation from a loved one during a time of military conflict, is most normal and does not cause us long-term damage. However, if we begin to experience more than what we would find normal for us to handle, there are things we can do to lessen the immediate discomfort and help reduce the possibility of future problems:

- Do not feel you have to be super-mom or super-dad, especially at these stressful times.

- Do not put things off. Believe in yourself, don't hesitate and follow through on decisions.
- Develop realistic expectations of what will make you and your family happy.
- Do not push yourself too much. This applies to both our physical and mental capacities. We all know our breaking points and it can be at these times of stress that we are more apt to make poor judgment calls.
- Please be extra mindful of the harmful effects of alcohol. Suffice it to say, if one is sad, drinking just makes it worse because alcohol is a depressant.
- Be positive. As difficult as it might sometimes appear, there is no substitute for a positive mental attitude along with a positive mental image of your situation, a situation as you would like it to be. The more positive we are, the more effectively we can cope; our self-confidence is heightened and we are less vulnerable.
- Develop a good physical program. There are many obvious physiological benefits from exercising, but there are also psychological benefits as well, both combining to give us a greater sense of control over ourselves.

- Become more involved at home, work and play. Do not wait for things to happen; make yourself available and share in meaningful ways.
- Show your sense of humor. This is helpful not only to yourself, but also for others in your life.
- Learn to relax. Seek out those

Stress is no stranger to the
military family, and we have all
felt the sting of this special kind of
pressure which has the potential to
do us great emotional harm.


activities which are relaxing for you. Remember, you cannot be stressed and relaxed at the same time.

- Do not let things build up inside you. Look for creative and healthy ways to express your feelings.
- Writing to loved ones is very important at times such as these. However, do not use letters or e-mail to deal with issues and conflicts which can best be dealt with in person.
- Remember, the deployed spouse is likely not in a position to help directly. Be cautious not to make unrealistic demands.
- Do things with your children. Spend quality time doing special things you might not always get around to when your spouse is home.
- When discussing the subject of a child's parent being deployed, please be careful not to overload an already overtaxed mind. Answer questions, but remember to speak in their language, at their level of understanding.
- Should television coverage of the war become too intense, do not ask your children leading questions such as, "What do you fear about war?" All you are doing when questioning in this manner is telling them that they should be experiencing fear. Rather, start with a more general question such as, "Is there anything in particular you would like to discuss?" Then, depending upon the response, work more toward the specific, letting your child guides you through the communication process. Definitely keep an open door policy with your children and make yourself available for them to discuss their feelings.
- Remember, too, that everything you read, hear and see, is not always as it appears. Before jumping to an improper conclusion, check out several sources.
- Watch less television. This is especially important for children. If your children go to bed with you glued to the television, watching news, and they wake up with you in a similar position, all you are doing is increasing the likelihood of making them more anxious – not to mention what this onslaught of information is doing to you. Children will play off your emotions.
- Monitor what those who influence your children are telling them.
- Work on some passive activities before going to bed. Games with children and reading are better ways to prepare for sleep, rather than programming yourself (and your children)

To the right is the detail of a relief sculpture depicting a military family gazing over Lake Michigan. It is part of a relief sculpture at the Museum Campus at Soldier Field in Chicago.

with those thoughts of military conflict from the television and radio. Our dream states are, in part, dictated by what we do just prior to sleep!

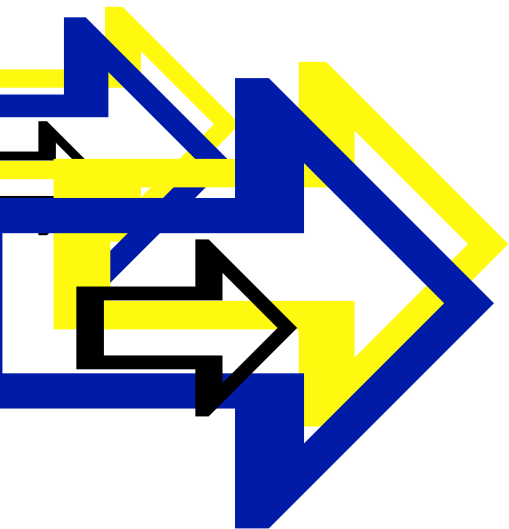
Probably the single most basic element in the effective management of stress and coping with war on the home front is the ability to be predisposed to make decisions which allow for a balanced system physiologically and psychologically. Discover within you, the power to react appropriately to stress. Remember, it is not the stress itself which causes us pain, but rather how we choose to respond to it.

Wartime is a very serious time for all of us, but for those with loved ones involved it will have a special meaning beyond that of the average person not involved with the military. This is a time for all of us to be more mindful of each other's needs. Please remember, the greatest gift we can give to others is to be genuine in our caring and concern for them. It is at such times as when we find ourselves confronted with the rigors of war, that we need to reach out even more, and let others know that we truly care. That is what will allow us to successfully cope with war on the home front. 



About the author: Dr. Dennis McCormack, formerly RM1(DV), USN, was a member of UDT-12 from 1959-62, and ST-1 from 1962-65. A Vietnam veteran, he went on to coach and teach at the high school and university levels. He obtained a bachelor's degree in mathematics; master's degree in guidance & counseling; Ph.D. in leadership & human behavior; and a Ph.D. in professional psychology. Retired as a clinical psychologist, Dr. McCormack's last assignment was as Chief, Department of Behavioral Medicine for Winn Army Community Hospital.





Reshaping our PÕ ÒÒá ÒPáÒÒ

NSW is planning on disestablishing the LDO
BáPÕáDÜ Ø ÌÝ ÒÒPááP ÒÜ BáPáÒPÕ ÒÒá
development and promotion, and focusing its
ÒÒPááá PÝ áx ÒæDááDÝáPÕ ÒÒáDÝÓ
Seaman to Admiral programs.

Naval Special Warfare

has submitted a proposal to disestablish the Naval Special Warfare Limited Duty Officer (615X) community, yet retain the existing officers within the NSW community. This proposal was based on a number of factors including the critical need to integrate their experience and expertise in other parts of the community while at the same time affording them rewarding career opportunities. The proposal ultimately will be presented to the Secretary of the Navy for approval.

“The SEAL LDO’s experience and expertise are critical to the success of our mission. We have been unable to solidify the dynamic career path the LDOs deserve. We owe these officers the same development and promotion opportunities as the other SEAL officer communities,” explained Rear Adm. Edward Winters, commander, Naval Special Warfare Command.

Currently, SEAL LDOs compete for promotion with all other LDO designators in the Navy. The lack of commander and captain billets in the SEAL LDO community limit the long-term career viability of these officers, according to Cmdr. Darin Evenson, NSW officer community manager.

Once the request is approved, the change will affect the 38 LDOs currently serving in NSW. In order to keep these seasoned operators and leaders in the fight, Naval Special Warfare will be reviewing each individual LDO’s career path to ensure they have an opportunity to reach their particular milestones or fill an equivalent billet necessary to maintain promotion viability in the Navy.

The complete way ahead will be a deliberate planning process that will likely take up to a year or more for the transition to be complete.

The basis of the plan is to work with individual LDOs and develop a way ahead for the transition. Current LDOs will be offered one of three opportunities:

• Option 1 - Convert to 1130.

Their experience as LDOs will prove valuable as line officers and they will be offered similar career advancement opportunities that are offered to all SEAL line officers. These conversions will be based on defined criteria, and some traditional requirements may be waived (i.e. bachelor’s degree).

• Option 2 - Remain as NSW LDOs.

A select number of LDOs may be eligible to continue to serve in their current capacities until retirement. Many of the 48 current LDO billets within the claimancy will be redesignated as either CWO or 1130 billets. Evenson will ensure that every LDO who chooses to remain until retirement has viable billets available.

• Option 3 - Convert to CWO (715X).

This option is designed for officers who have not yet obtained the rank of lieutenant and not yet been offered an appointment as permanent LDO. Their experience as a former enlisted SEAL operator and as an LDO will translate well as technical experts in coordinating and supervising high-risk field exercises and evaluating combat readiness.

Lt. Cmdr. Joe Burns, training officer at the Naval Special Warfare Center, is one LDO who is hoping that his decision to apply for a conversion to 1130 will enable him to make commander before retirement.

“Because of my time in service and the new restrictions on time in service for LDOs and their selection for commander, I would not have had the chance to even be eligible for a look at commander before retirement,” explained Burns. “With the change to 1130, I will have the opportunity to compete for promotion, not only beginning next year, but my service limits will be extended as well.”

The detailer and officer community manager will contact each individual LDO to determine the best fit for the officer. Specific questions should be directed to Evenson, the OCM, and/or SEAL detailer, Cmdr. Charles Herbert.

“We will work closely with each and every LDO; we will make the best possible decisions in order to set these individuals up for success and to continue to integrate their tremendous skill sets into the 1130 community,” Evenson said.

There are still options for enlisted sailors to become officers within NSW once the LDO transition is complete. They are OCS, Seaman-to-Admiral and the Chief Warrant Officer community.

ÆDááDÝá³Ö ÒÒá

The warrant officer program is one of the best options for senior enlisted Sailors looking to extend their operational time and keep their expertise within the community.

“The SEAL LDO’s experience and expertise are critical to the success of our mission. We have been unable to solidify the dynamic career path the LDOs deserve. We owe these PÕ ÒÒáá áx ÒâDÜ Ò development and promotion opportunities as the PãxÒáÂ° » PÕ ÒÒá communities.”

—Rear Adm. Ed Winters,
commander, Naval Special Warfare Command

“Warrant officers are the technical experts in the officer corps,” explained Chief Warrant Officer (SEAL) James Locklear, force advanced special operations manager. “Where a SEAL 1130 officer is developed to be a tactical leader, warrant officers are developed to be skilled leaders and planners.”

The only option for enlisted Special Warfare Combatant-craft Crewman (SWCC) who want to become officers and remain in the SWCC community is the warrant officer program. NSW began its first selection of warrant officers with the establishment of the SB rating in 2004. Chief Warrant Officer (SWCC) Rob Hylton was one of the chiefs selected in the first round.

“In the SWCC enlisted career path, they grow up in the boat detachments – first a boat team, then climbing the ranks and becoming a patrol officer as a chief,” explained Hylton, WARCOM’s maritime surface programs analyst. “Once you make E-7, if you want to extend your operational career path, perhaps as a boat troop commander and deploy as part of a squadron, then warrant officer may be an option for you.”

According to Hylton, the chief’s mess is responsible for making recommendations for chiefs to apply for the program. Locklear recommends having a diverse career – one that includes a solid background in training and tactics.

“You need to work to make yourself well rounded,” Locklear said. “If all you do is work in the platoons, you are hurting yourself. Put yourself where you will develop yourself as a well-rounded leader. Selectiong CWOs that have proven their leadership within the SEAL/SWCC enlisted track milestones, e.g. successful platoon chief or patrol officer, is key to a solid CWO core.”

Minimum warrant officer requirements for both SEAL and SWCC include 15 years time in service and a recommendation from your commanding officer. For more information on the warrant officer program, visit www.ocs.navy.mil/ldo.asp.

Seaman to Admiral

In the past, there were more than a dozen different paths for Sailors to

become commissioned officers, Seaman to Admiral was just one of them. This wide array of programs lacked uniformity in benefits, selection procedures, educational opportunities and program requirements. This created a confusing web of program applications, deadlines, and choices for fleet applicants, and was cumbersome for the Navy to manage and administer.

For these reasons and more, the Navy consolidated most of these current commissioning paths into one program that preserves the name made popular by prior Chief of Naval Operations, Adm. Jeremy Boorda: Seaman to Admiral-21 (STA-21). The STA-21 commissioning program is

SEAL and SWCC, has been working with Evenson to develop informational packets to give to enlisted Sailors to inform them of the great opportunity for development within the program.

According to Jackson, the low number of applicants can be attributed to the wartime operational tempo and lack of interest on the part of the Sailor to take three years off during his prime operational life to go to college.

“Last year we received only one application,” Evenson explained. “Although the program allows you to take up to 36 months to complete your schooling, you can do it faster. It only takes three years if you need it to.”

“STA-21 is the single best educational opportunity the Navy offers enlisted SEALs and SWCC.”

Lt. (SEAL) Thomas Cranmer,
STA-21 graduate

designed to meet the goals of the Navy in the 21st century, while at the same time creating a fair and equitable system for outstanding active duty Sailors to receive a top-notch college education and become commissioned officers.

What makes the STA-21 program different from other commissioning programs is its fairness to the Sailor. Some of the previous enlisted commissioning programs required Sailors to pay their college tuition by themselves. Others removed the student from active duty status, thus taking away any source of income. STA-21 keeps all participants on active duty at their current enlisted pay grade. This means they receive all the pay, allowances, benefits, and will still be eligible for enlisted advancement while in the program. Sailors receive up to \$10,000 a year to cover tuition, books and fees.

NSW annually receives limited quotas for Seaman to Admiral and in recent years has had difficulty filling those spots. Lt. Kerry Jackson, training officer at the Center for

The sacrifice was well worth it for graduates of the program like Lt. (SEAL) Thomas Cranmer who was accepted to STA-21 and is now a SEAL officer.

“STA-21 is the single best educational opportunity the Navy offers enlisted SEALs and SWCC,” said Cranmer. “You are not only provided an opportunity to capitalize on your enlisted experience while pursuing a great education, but are then afforded the opportunity to lead great men. This provides unparalleled personal and professional growth and the chance to positively impact the NSW community and the Navy.”

All qualified applicants who wants to come back to NSW as a SEAL officer must not only be selected for STA-21, but also the SEAL officer selection panel, and complete BUD/S training if not previously qualified.

“It is difficult for a SWCC to come back to NSW through the STA-21 program, but not impossible,” Jackson said. “The right person with the drive and determination could make it happen.”

Any Sailor of any rate can apply if he meets the eligibility requirements. More information can be found on the STA-21 program at <https://www.sta-21.navy.mil>.

Mandy McCammon

Want more information?

Here are additional resources by OYUaOaP OaDaOYaOa within NSW.

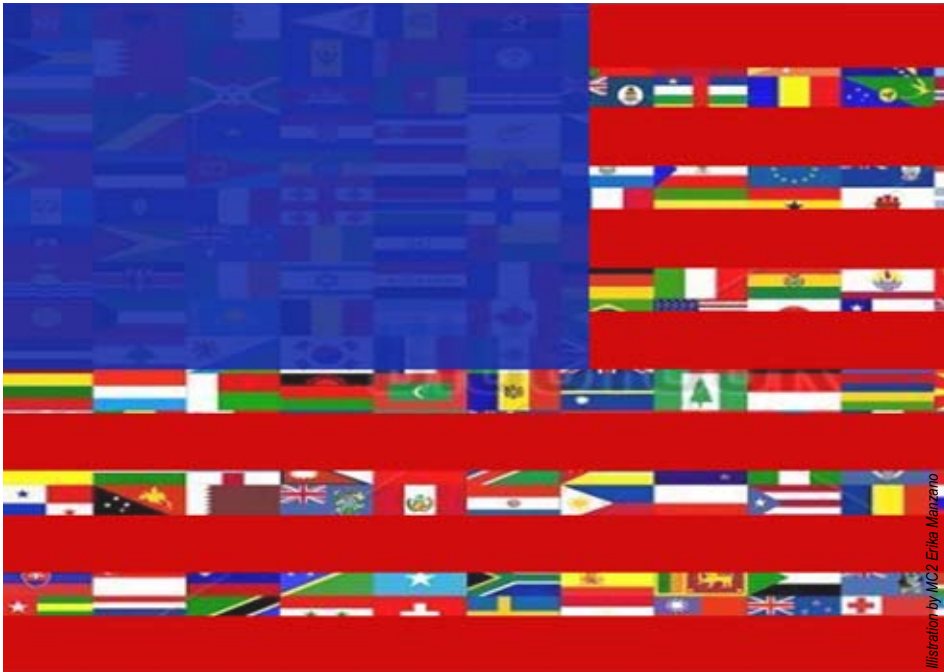
Becoming a SEAL Officer
www.npc.navy.mil/Officer/SPECWAR/Overview.htm

STA-21
https://www.sta-21.navy.mil/program_options.asp (select Specwar)

Warrant Officer
www.ocs.navy.mil/ldo.asp

The Center for SEAL & SWCC
2346 Trident Way
San Diego, CA 92155
Office: 619-767-1805

I am an American. What does that mean?



Recently, I was asked to lead a discussion for a group of SEALs on building relationships and working with civilians in other countries, which SEALs are increasingly required to do in their operations forward. In the current war, the line between civilian and military activities has blurred, as has the distinction between our civilian and military adversaries. As a result, the warriors we send forward are being asked to build relationships and trust with a broader spectrum of partners in their operational environments more than ever before.

In order to better understand how to relate to people who are NOT Americans, it is important to first understand who we are as Americans. I used the book *Kiss, Bow, or Shake Hands*, by Terri Morrison and Wayne A. Conaway, to look at how people from other cultures view U.S. culture, values and perspectives.

In *Kiss, Bow or Shake Hands*, we learn that Americans develop professional relationships quickly; business happens quickly and decisions are made quickly. In America, close personal relationships in business can be a distraction from efficiency and effectiveness, and are even sometimes discouraged out of concern for the appearance of favoritism. We are often warned against going into business with friends or family out of concern for confusing the lines between taking care of business and taking care of friends.


Americans frequently see their ideal organization functioning as a smoothly running machine, with efficiency and high productivity the primary values. In contrast, some cultures view the family as the ideal organizational model, with all of its inherent personality issues and inefficiencies, but with a family's strong sense of personal commitment. In professional settings, Americans don't like to spend a lot of time in idle chat or conversation – with a focus on efficiency, we prefer to get right down to business, take care of what needs to be done, and move on. We believe that time is money, work is work and play is play, but when we do try to relax and 'smell the roses,' we are aware that our competitors are gaining ground, maybe even pulling away. So, many of us don't relax very well.

We believe in the power and potential of hard work, and believe that with a positive attitude, persistence and a willingness to work hard, there is little we can't accomplish. "We hold these truths to be self-evident, that all men are created equal, that they are endowed by their Creator with certain unalienable rights, that among these are Life, Liberty and the pursuit of Happiness." We Americans seem to believe that if the rest of the world would just wake up to the value of hard work, confident

individualism, and a government that protects individual rights, they too would see that all things are possible. Other cultures may not put as much value on exercising their inalienable right to Liberty, and the idea of Happiness that they pursue is often different from that of most Americans.

America's cultural emphasis on achievement and efficiency, and our devaluing of leisure and unstructured time with friends and family are part of the Protestant work ethic that has become part of our cultural DNA. This focus on work, achievement and efficiency often gets in the way of our relationships with people in more relaxed and relationship-oriented cultures.

We value truth and honesty, and encourage open and frank expression of opinions as essential to helping us find the truth and generate new ideas. Much of the world, however, places greater value on maintaining a harmonious social environment. What we might call admirable honesty and moral courage, other cultures would regard as rude, crude and socially destructive. In some cultures, for example, it is very rude to say 'no' directly. I've heard Americans say of some people, "You know they're lying when their lips are moving." In many cultures, there are different ways to speak the truth than by saying the words, and when people grow up watching others being punished, sometimes severely, for speaking 'the truth' directly, they learn other, more subtle ways to 'speak the truth.' It is up to us to learn these ways, and when we don't, the ensuing misunderstandings can be the source of much frustration and confusion, and could lead to unnecessary injuries, deaths and even mission failure.

Understanding oneself as an American can begin in the classroom, but does not attain any depth until one lives in another culture. The SEALs I was talking to will soon be going overseas and getting to know themselves better as Americans, which we hope will better enable them to develop mutual understanding and cooperation with host nation people, and more effectively carry out new and rapidly evolving missions. 



Bob Schoultz retired after spending 30 years as a NSW officer. He is currently the Director of the Master of Science in Global Leadership School of Business Administration at the University of San Diego.

Three Cups of Tea

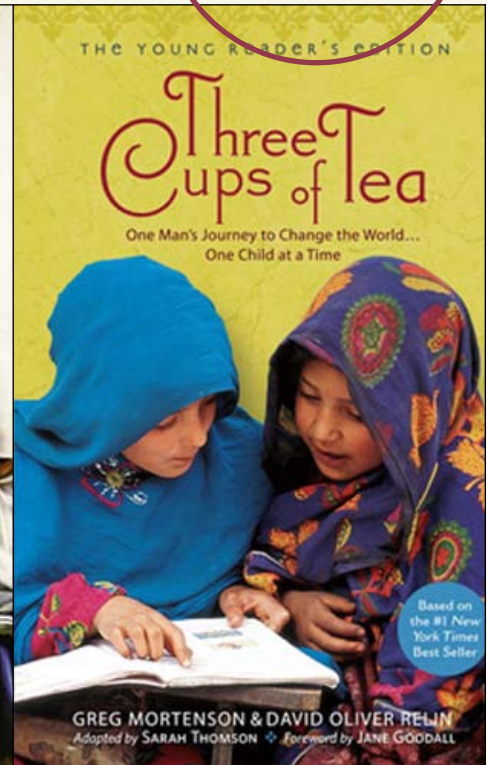
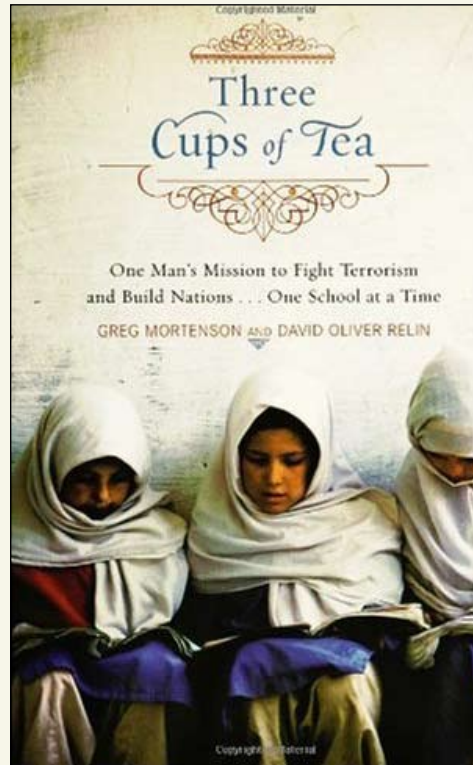
It's easy to forget that while Naval Special Warfare has been fighting terrorists in Afghanistan and Pakistan for nearly 10 years, we are there to protect, not only our way of life, but protecting the way of life for the Afghan and Pakistani people. Greg Mortensen's book, *Three Cups of Tea*, takes a look how the native people are fighting terrorism on their own, through education and dedication and how his true life story of an adventurer became radically different from his relationships with their people.

The inspiring account of one man's campaign to build schools in the most dangerous, remote and anti-American reaches of Asia.

In 1993, Greg Mortenson was an American climber lost in Pakistan's Karakoram Himalaya, the exhausted survivor of a failed attempt to ascend K2. After he was taken in and nursed back to health by the people of an impoverished Pakistani village, Mortenson promised to return one day and build them a school. From that promise grew one of the most incredible humanitarian campaigns of our time — Mortenson's one-man mission to counteract extremism by building schools and educating youth, especially young girls, throughout the Taliban's breeding ground.


This book is not only a tale of an American adventurer, but a firsthand look at the people and places of a region that NSW is fighting in every day. His goal in *Tea* is simple — build a school — but the journey Mortensen encounters is extraordinary and his motivation is genuine. In an area ravaged by poverty and war, Mortensen sees the beauty in the people's humanity and his never-quit attitude to get a school built is truly inspiring.

Mortensen wrote this book in an effort to shed light on the culture and lives of the Pakistani people, but the book reveals just as much about Mortensen himself. His dedication to one school has grown into what is now the Central Asia Institute. At last count, CAI volunteers had built 55 schools. In his journeys, Mortensen has



survived kidnapping, fatwas issued by enraged mullahs, repeated death threats and long separations from his wife and children. He is a believer that the war against terrorism will not be won with bullets, but with education. His dedication to the education of children in Afghanistan and Pakistan has not gone unnoticed, and he has earned numerous awards and was nominated for the Nobel Peace Prize in 2009. The book has been placed on the Navy supplemental reading list and is a mandatory read for all officers at the Naval War College.

The book sheds light on the humanity of people, an important lesson that is the foundation of the young readers' edition. I recommend that any child — especially the child who has a parent deployed in the region — read this book and gain some perspective on how children are treated in Pakistan and Afghanistan. It is easy to take for granted the education and equality we readily have here and forget why we are trying so hard to bring peace and stability to the region. Where *Three Cups of Tea* can be a slow read at times, the shorter, young readers' edition, written for middle school children ages nine through 12, is more tightly edited and a more exciting page-turner. *Listen to the Wind, the story of Dr. Greg and Three Cups of Tea* is yet another version for children ages four to eight. *Wind* is told from the point of view of the children of Korphe. The children are grateful to Mortenson for his help with their school, but also clearly proud of what they have accomplished together with their "Dr. Greg," using stones from their own mountains to help build the school alongside him and their parents. As *Three Cups of Tea* shows adults what one person with an open mind can do, *Listen to the Wind* shows children that they, too, have the power to create change.

Three Cups of Tea is at once an unforgettable adventure and the inspiring true story of how one man really is changing the world — one school at a time. 

Mandy McCammon

Three Cups of Tea: One Man's Mission to Promote Peace ... One School at a Time | Greg Mortenson, David Oliver Relin | Hardcover | Viking Adult | 352 pages | 02 Mar 2006 | \$25.95

Three Cups of Tea: Young Readers' Edition One Man's Journey to Change the World ... One Child at a Time | Greg Mortenson, David Oliver Relin, forward by Jane Goodall | Hardcover | Dial | 240 pages | 22 Jan 2009 | \$16.99

Listen to the Wind, the Story of Dr. Greg and Three Cups of Tea | Greg Mortensen, illustrations by Susan L. Roth | Hardcover | Dial | 32 pages | 22 Jan 2009 | \$16.99

A Diamond for the Rough

As officers in the NSW community, we have found that there are many career paths and many options for your next assignment. If you are looking to get a master's degree, give serious consideration to one of our greatest and least known assets:

The Naval Postgraduate School.

Attending the Naval Postgraduate School, located in Monterey, Calif., has been a great tour for many reasons. We have worked on both the professional and personal sides of our lives in addition to adding valuable milestones to our careers. Aside from obtaining our master's degree at NPS, a student is also able to complete Joint Professional Military Education and make contacts within other military units, both U.S. and international. The professors have an understanding of what this time at school is for: a break from repetitive deployments, time to focus on the family and time to sharpen your critical thinking skills.

Currently SEALs are attending NPS in three different curricula in two of the four schools within NPS: Graduate School of Operational Information Sciences; Defense Analysis; Operations Analysis; and Graduate School of Business and Public Policy.

The Defense Analysis (DA) curriculum is sponsored by SOCOM and was created from the concepts of Adm. (SEAL) William McRaven and the current curriculum chairman, Dr. Gordon McCormick.

This program challenges the students, bringing together academics from across the spectrum of topics associated with special operations.

The classroom is a mixture of NSW, Rangers, Army SF and Air Force officers who will add their contact information to your Rolodex as well as their perspectives on the topics discussed in class.

This department is designed to transition the special operator from the tactical role into an operational and strategic one. There are multiple interdisciplinary tracks in which to specialize in the DA department: irregular warfare; terrorism

operations and financing; information operations; financial management; national security affairs; operations analysis (OA); and C4I systems, which includes communications, and combat systems.

This curriculum is truly one of a kind and cannot be matched by any other school. The professors are here because they want to engage with SOF students and are routinely called to Washington, D.C. to provide their expertise and advice on current policies regarding the wars in Iraq and Afghanistan. The defense analysis degree will focus your thoughts regarding how to fight a counter-insurgency-centric battle and will aid NSW officers in their effort to interact with all other forces on the battlefield.

For NSW officers interested in earning a Master's of Business Administration, the Graduate School of Business and Public Policy at NPS offers the only MBA program specifically designed to provide a defense-focused, graduate business education. The vast majority of NSW students at the Business School enter into the financial management curriculum. Graduates are prepared for assignment to positions in budgeting, accounting, business and financial management, cost management, cost analysis, internal control and auditing, and financial analysis.

The NPS MBA is one of only two programs in the world to hold dual accreditation from both the Association to Advance Collegiate Schools of Business, the premier accrediting agency for schools of business, and the National Association of Schools of Public Affairs and Administration, the premier accrediting agency for schools of public administration. This melding of private sector and public sector management education relevant to the defense community is the




distinctive feature of this MBA program.

Rather than the traditional cutthroat competitive atmosphere found at most business schools, NPS stresses a more teamwork-oriented approach. This, coupled with the impressive backgrounds of the Business School professors—from those who have taught at some of the most prestigious schools in the country to those who have held the highest level FM positions within DOD—make the MBA program a very rewarding and enjoyable experience. Both the DA and MBA programs are 18-month tours.

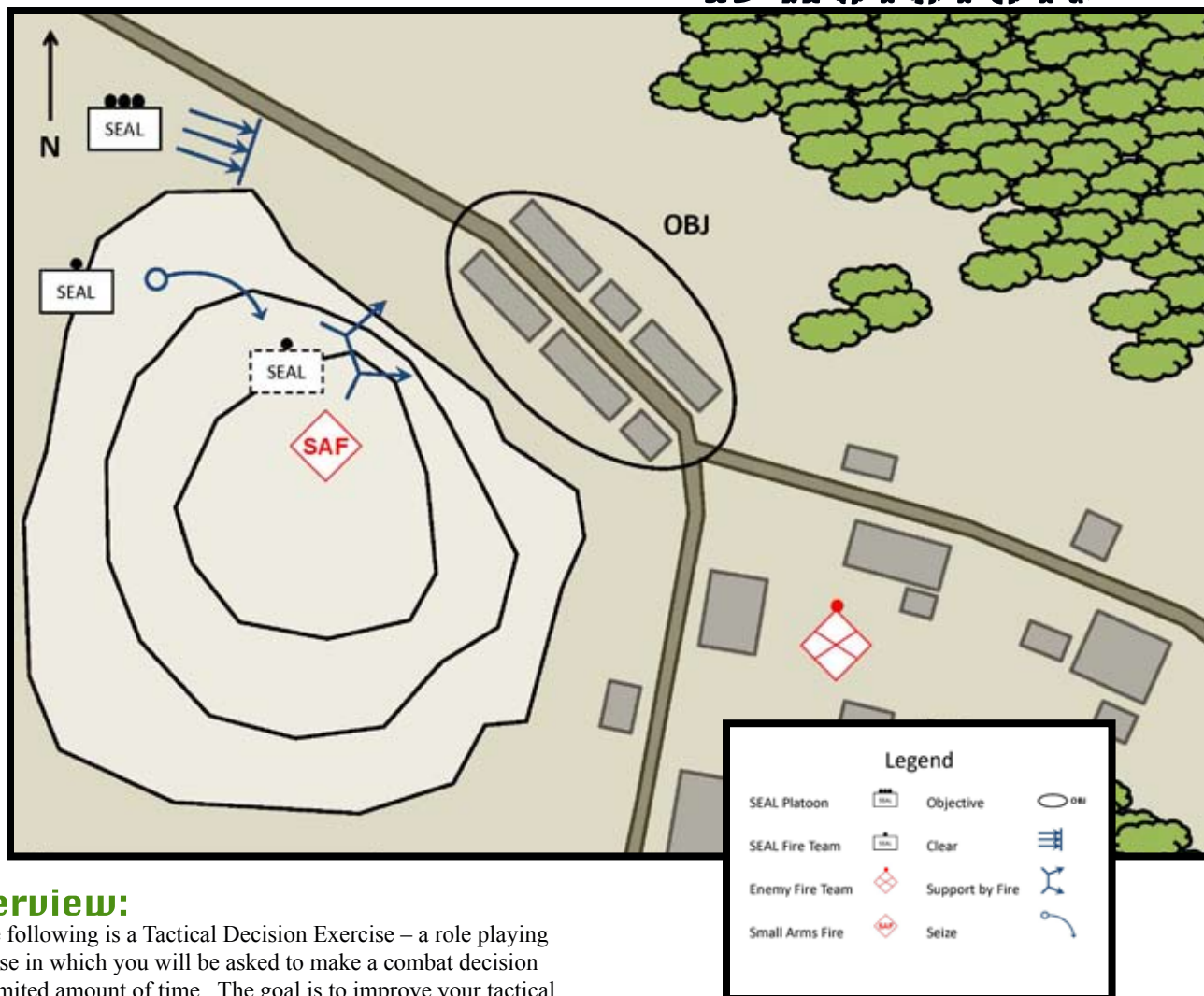
Operations analysis falls under the Graduate School of Operational and Information Sciences. A "cocktail party definition" is that OA is the science of making things better, faster or more cost-effective. Per the OA catalog, it is defined "as the development and application of mathematical models, statistical analyses, simulations, analytical reasoning, and common sense to the improvement of real-world operations."

Operations analysts within NSW are called on to advise both military and civilian decision makers on the allocation of our assets, the selection of new equipment and processes, and the optimal deployment of our operators and assets to achieve required missions. This education enhances performance in all duties throughout a military career including operational billets, technical management assignments, and policy-making positions.

For the NSW student, there is only one "track," but there are three spots available for electives. In addition to the eight quarters, there is an optional refresher quarter that includes a basic introduction to operations analysis, discrete mathematics, calculus I and II, and an introduction to linear algebra. This program is 24-27 months.

This tour will be rewarding and will provide an opportunity that many never get and others overlook. 

- Lt. David Nash, Lt. Chris Kelley, and Lt. Jon Macaskill are SEAL officers attending the Naval Postgraduate School.



Overview:

The following is a Tactical Decision Exercise – a role playing exercise in which you will be asked to make a combat decision in a limited amount of time. The goal is to improve your tactical decision making, pattern recognition and communication skills. There is no right answer.

In each issue of *Ethos*, the reader's position in the patrol will change. However, the specified title does not exclude others from completing the exercise – every leader in the patrol should be familiar with all levels of command. Additionally, the scenarios are intentionally vague, so make any assumptions that are essential to complete the exercise. Read the situation (below) as many times as needed before moving on to the requirement.

Situation:

You are the platoon commander of a SEAL platoon deployed to a remote region of Feniche. From a small fire base, you combat-advise and assist a company of Feniche National Army (FNA) commandos against a violent anti-government insurgency. They are using the surrounding region to stage attacks into the provincial capital 40 kilometers to the south. You have reason to believe the insurgents are storing their weapons and explosives in an open market seven kilometers to the west. Your platoon and the FNA commandos plan a night raid of the market in order to disrupt attacks on security forces in the capital. Your intent is to conduct a deliberate clearance of the market because you suspect the cache is well guarded.

From the objective rally point (ORP), you release a fire team to establish a support by fire position on the hill overlooking the objective. Ten minutes later you hear gun fire erupt and turn to see muzzle flashes on the north side of the hill. While you wait for a report from the fire team leader, a SEAL in the ORP reports seeing men moving tactically in the village just past the objective. When the fire team leader finally checks in, he informs you he has two SEALs with gunshot wounds: one is in critical condition and the other is stable but not ambulatory. He tells you his medic is providing tactical combat casualty care and you can hear the other members of his fire team returning fire.

Requirement:

In two minutes, write down your orders to your platoon and the reports and requests you will make to higher headquarters. Provide the rationale and an overlay of your plan of action.

This Tactical Decision Exercise does not intentionally represent any previous, current, or planned United States military operations.

Please send any questions, comments, or suggestions to tde@navsoc.socom.mil.

